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Dr. Frank H. Akers, Jr.
Chair, Army Science Board
2511 Jefferson Davis Highway, Suite 11500
Arlington, Virginia 22202

Dear Dr. Akers:

I request that the Army Science Board (ASB) expand the 2004 study on Balancing the Force. The purpose of this study will be to emphasize specifics related to intelligence functions within the Joint Urban Operations (JUO). The study should be guided by, but not necessarily be limited by the Terms of Reference (TOR) described below.

Background:

a. The Army Science Board 2004 Summer Study addressed the issue of support to urban warfare with an emphasis on information support during JUO. In particular, it focused on the utilization of Future Combat Systems (FCS) information architecture and technologies to form the basis for support to the Soldier in an urban environment.

b. The Netcentric Information Panel studied three components to provide the urban Soldier with information to enhance mission success: Communications, sensors, and information management. Recommendations were made as to technical and system improvements that could be implemented now for the warfighter and also improvements that could be developed for the future. What was not emphasized by this panel were specifics related to intelligence functions within the JUO environment and complex terrain, how these are currently accomplished, and where technology and information management structure can improve the gathering of intelligence and products within urban operations and complex terrain.

c. In addition, the Force Balance Panel investigated technologies that could make significant intelligence, surveillance, and reconnaissance contributions in urban operations. Not examined by this panel were the specifics of intelligence across full-range of military operations and how the processes within the differing echelons, from mud to space, can be enhanced with current and evolving technology, training, and changes to organization, doctrine and procedures.

d. Review the current U.S. Army intelligence collection, analysis, exploitation, and dissemination processes as well as concepts being developed for the Future Force that are encompassed in Chief of Staff of the Army's Focus Area 16 (FA 16), "Actionable Intelligence." By using this as a framework, the ASB will provide recommendations regarding the general scope and efficacy of the FA 16 approach as it relates to U.S.

Army intelligence and provide recommendations as to how technology can contribute to an improved Army intelligence process.

e. Examine intelligence issues in the context of the Operational Environment as articulated in the Joint Forces Command Joint Operational Environment concept, and the U.S. Army Training and Doctrine Command, Deputy Chief of Staff for Intelligence Operational Environment and threat concept.

f. Both real-time intelligence exploitation and incorporation of information from relevant databases will be reviewed. Intelligence improvements to enable the U.S. Army to dominate in complex terrain will be examined.

Issues for the TOR:

Consider the following during the conduct of this study.

a. Review the intelligence requirements across the full-range of military operations (Soldiers, units, echelons, commands).

b. Review the unique intelligence requirements in JUO environment and complex terrain in the context of Army requirements.

c. Review the specific intelligence requirements of the ground force commanders, FCS, and dismounted Soldiers.

d. Review the present Army intelligence organization and intelligence processes.

e. Review the current collaborative arrangements involving the U.S. Army and other members of the intelligence community.

f. Review the current Army FA 16 effort and related initiatives that are targeted to improve how Army intelligence will fight now and in the future. The following should be considered:

(1) FA 16 as an enterprise solution

(2) Every Soldier as a Sensor (ES2) digitization of information at the point of origin

(3) Information Dominance Center (IDC)

(4) Tactical Overwatch

(5) Project Foundry

(6) Pantheon Project

(7) Distributed Common Ground Station-Army acceleration HUMINT Resurgence

(8) Fusion-emphasis on analysis, cognitive processes, distributed operations, and Soldier automation tradeoffs

(9) Multi-level security

g. Review the present Army intelligence organization and identify areas of opportunity for improving intelligence effectiveness. Focus on decentralized operations and the Unit of Action/Brigade Combat Team as the basic maneuver element.

h. Review the current Army intelligence process, including geospatial databases at both national and tactical levels, for providing support to intelligence preparation of the battlefield, mission planning/rehearsal tools and decision-making process.

i. Identify areas for improving the fusion of information.

j. Identify opportunities to provide new technology that can enhance intelligence collection, production, presentation, and the general intelligence process.

k. Identify areas of opportunity for improving intelligence effectiveness in the context of full-range of military operations mission requirements and echelons (space-to-mud) with emphasis on JUO and complex terrain.

l. Recommend improvements to the collaborative process with the intelligence community based on the identified requirements.

m. Propose priorities for investment.

n. Clearly, many of the above topics are interrelated. Integration of recommendations regarding these areas is desired.

Study Sponsorship: Study Sponsor for this study is the Deputy Chief of Staff for Intelligence, G-2.

Study Duration: The final report should be provided by August 2005. A draft report for review and comment should be provided by July 2005.

Sincerely,

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)